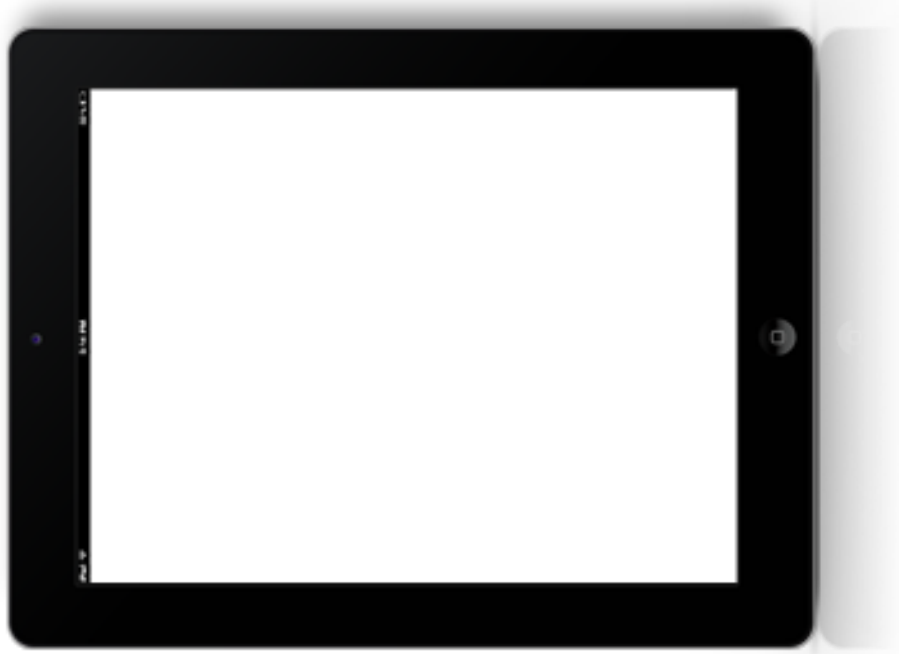
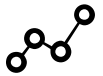


- 9.1 Monitoring, measurement, analysis and evaluation
- 9.2 Internal audit
- 9.3 Management review

9. PERFORMANCE EVALUATION

Monitoring processes to achieve quality

9.1 Monitoring, measurement, analysis and evaluation



- 9.1.1 General
- 9.1.2 Customer satisfaction
- 9.1.3 Analysis and evaluation

9.1 Monitoring, measurement, analysis and evaluation

9.1.1 General

determine:

- a) what to monitor and measure
- b) the methods to ensure valid results
- c) when to perform
- d) when the results shall be analysed and evaluated.

9.1 Monitoring, measurement, analysis and evaluation

9.1.1 General

- The organization shall evaluate the performance and the effectiveness of the QMS.
- The organization shall retain appropriate documented information as evidence of the results.

9.1 Monitoring, measurement, analysis and evaluation

9.1.2 Customer satisfaction

- monitor customers' perceptions of the degree to which their needs and expectations have been fulfilled.

- determine the methods for obtaining, monitoring and reviewing this information.

  Examples - customer surveys, customer feedback on delivered products and services, meetings with customers, market-share analysis, compliments, warranty claims and dealer reports.

definition

CUSTOMER SATISFACTION

customer’s perception of the degree to which the customer’s expectations have been fulfilled

9.1 Monitoring, measurement, analysis and evaluation

9.1.3 Analysis and evaluation

The organization shall

- analyse and
- evaluate

appropriate data and information arising from monitoring and measurement.

9.1 Monitoring, measurement, analysis and evaluation

9.1.3 Analysis and evaluation

The results of analysis used to evaluate:

- a) conformity of products and services;
- b) the degree of customer satisfaction;
- c) effectiveness of the QMS
- d) effectiveness of planning

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9.1 Monitoring, measurement, analysis and evaluation

9.1.3 Analysis and evaluation

The results of analysis used to evaluate:

- e) the effectiveness of actions taken to address risks and opportunities;
- f) the performance of external providers;
- g) the need for improvements to the QMS.

9.2 Internal audit

9.2.1
conduct internal audits at planned intervals to provide information on whether the QMS:

a) conforms to:
   1. the organization's own requirements
   2. the requirements of this International Standard;

b) is effectively implemented and maintained.

definition

AUDIT

systematic, independent and documented process for obtaining objective evidence and evaluating it objectively to determine the extent to which the audit criteria are fulfilled

definition

AUDIT CRITERIA

set of policies, procedures or requirements used as a reference against which objective evidence is compared

definition

AUDIT SCOPE

extent and boundaries of an audit

9.2 Internal audit

9.2.2

a) plan, establish, implement and maintain an audit programme including the:

frequency, methods, responsibilities, planning requirements and reporting,

which shall take into consideration the importance of the processes concerned, changes affecting the organization, and the results of previous audits;

9.2 Internal audit

- b) define the audit criteria and scope for each audit

- c) select auditors and conduct audits to ensure objectivity and the impartiality of the audit process;

- d) ensure that the results of the audits are reported to relevant management;

9.2 Internal audit

- e) take appropriate correction and corrective actions without undue delay;

- f) retain documented information as evidence of the implementation of the audit programme and the audit results.

9.3 Management review

- 9.3.1 General
  Top management reviews the QMS at planned intervals

- 9.3.2 Management review inputs
  Items to taken into consideration in the management review.

- 9.3.3 Management review outputs
  Decisions and actions are the results of the management review

9.3 Management review

9.3.1 General

Top management shall review the organization's QMS, at planned intervals,

- To ensure its continuing suitability,
- adequacy,
- effectiveness and
- alignment with the strategic direction of the organization.

9.3 Management review

9.3.2 Management review inputs

The management review shall be planned and carried out taking into consideration:

- a) actions from previous reviews;
- b) changes in external and internal issues

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f)

9.3 Management review

9.3.2 Management review inputs

- c) information on the performance and effectiveness of the QMS, including :

    1) customer satisfaction and feedback from relevant interested parties;
    2) Meeting quality objectives
    3) process performance and conformity of products and services;
    4) nonconformities and corrective actions;

    …… 7)

9.3 Management review

9.3.2 Management review inputs

c) information on the performance and effectiveness of the QMS, including :

5) monitoring and measurement results;
6) audit results;
7) the performance of external providers;

……

f)

9.3 Management review

9.3.2 Management review inputs

The management review shall be planned and carried out taking into consideration:

- d) the adequacy of resources;
- e) the effectiveness of actions taken to address risks and opportunities
- f) opportunities for improvement.

9.3 Management review

9.3.3 Management review outputs

The outputs of the management review shall include decisions and actions related to:

- a) opportunities for improvement;
- b) any need for changes to the QMS
- c) resource needs.

The organization shall retain documented information as evidence of the results of management reviews.